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She forgot that there are black sheep in every fold. Was not Christ crucified between two thieves? Amongst Christ's chosen twelve was there not a Judas? And did Judas's presence there make the other eleven wicked men? We should never put down a whole profession for what its black sheep do.

It is too bad that we have so many black sheep, and the blame for this I lay entirely with those training schools that do not question closely enough into the character of their pupils before allowing them to graduate. When they see one whose actions are at all questionable, why do they not chase her from their midst? How many supervisors realize that *they* are responsible for many of the slanders which have been thrown at our schools, simply by permitting a nurse to finish her course when they suspect that at some time she will do something which will bring disgrace upon the school? To supervisors of training schools I say: "When you see one about whom there is a shadow of a doubt, why, why do you give her the diploma of your school and send her forth with the pin, the seal of your school, upon her bosom, so that when she does drag herself through the gutter people will look at her pin and know that she is a nurse and see the name of her school on the pin."

I remember an instance which occurred several years ago in one of our large cities, and I would that others would follow the example set there. One member of the graduating class was not all that she should have been, but through influence was being permitted to graduate. After holding several minor meetings her classmates finally decided to bring matters to a crisis, as it was then within a few weeks of graduation day. They laid the matter before the trustees, declaring that if Miss — were permitted to graduate, she would graduate alone, as they all refused to have their names in connection with hers and would give up their graduation rather than submit to it. The trustees searched into the character of the offender, with the result that they drove her from the school within a couple of weeks of her graduation day. This is no fairy tale. I am personally acquainted with nurses who were in the school at the time and have the story from their own lips. When a nurse does wrong, people are not going to say, "Miss — did this or that," they are going to say, "A nurse did this or that." We not only have the care of our own reputation to look after, but we have also that of the whole nursing profession. A great many nurses do not think of this. They do not stop to consider that what they do is going to reflect upon the whole nursing profession.

There is a lesson in all this for the public. When a nurse does wrong, it is the *woman* in her which does the wrong; it is not because she is a nurse. Why not lay the blame where it belongs?

MARGARET MARY McCLOSKEY, R.N.

CIVIL HOSPITAL AFFAIRS IN MANILA

Extract from the Ninth Annual Report of the Secretary of the Interior to the Philippine Commission for the Year Ending June 30, 1910. Received too late for Publication in the May Issue.

The work performed by the Civil Hospital Division has been of the high order heretofore maintained, and the death-rate has continued extraordinarily low. Full details of the work will be found in the report of the Director of Health, and I shall not attempt to summarize them. There is, however, one

subject connected with the administration of this institution to which attention should perhaps be called. Sick people are apt to be querulous. Nurses who perform long hours of nerve-racking work in the tropics, and who are closely associated with each other when on duty, have been known to quarrel. An economical administration of so large a government institution as the Civil Hospital is not always easy to maintain. Some time since there rose a serious dissension among the nurses which threatened to interfere with the usefulness of the institution. I had for a long time been satisfied that the expense of operating it was excessive, but had been unable to find the leak. I decided that the termination of dissension among the nurses and the restoration of proper discipline among them was imperatively necessary, and that the cause or causes of the excessive cost of operating the hospital could best be determined from the inside. A definite policy was agreed upon between the Director of Health and myself, and Miss Mabel E. McCalmont, who had been serving as supervising nurse, was made superintendent of the hospital to the end that it might be carried out. She objected to the assignment on account of the disagreeable nature of the work, which was likely to involve her in much unpleasantness and unpopularity, but was ultimately convinced that it was her duty to undertake it. She performed it in a highly efficient manner. The leaks which had long remained undiscovered were found and stopped. The cost of running the institution was promptly reduced P2,000 per month, while the character of the food served and the service given was at the same time materially improved.

A determined effort was made to enforce discipline among the nurses, most of whom were faithful, efficient, hardworking employees, who were entirely willing to conform to any reasonable rules relative to their work. Unfortunately there were among them a few individuals whose resignations it proved necessary to accept, while in one instance a nurse was removed. As was anticipated, attacks upon the administration of the Civil Hospital resulted. In this matter, Miss A. M. Freeman, a former nurse of the hospital who had left the service, was particularly active. Under an assumed name, she addressed to me a letter viciously attacking the Civil Hospital. In it she represented herself to be a government employee from Washington who was visiting the Philippines for the purpose of making investigations into the conduct of the government, and who had secured admission into the hospital as a patient in order to watch its operations.

Her conduct in this matter has not heretofore been made public, but as she has continued to fill columns in one of the daily newspapers of Manila with complaints against the hospital and charges against its officers and employees, has written to nursing journals in the United States, and has repeatedly attempted to dissuade nurses from coming to these Islands, I think it proper now to state the facts. Miss McCalmont was not unnaturally made the centre of attack, and during the absence from the city of the Director of Health and myself, the Assistant Director of Health appointed a board to examine into the merits of a dissension between her and a nurse whom she had recommended for dismissal. Persons not subject to the jurisdiction of the Director of Health were irregularly appointed on this board, which began to hold hearings and allowed lawyers to appear before it. Upon my return I decided that there had never existed any necessity for the appointment of this board, as the investigation of the charges and countercharges which had been made was a matter of ordinary administrative

detail which should have been attended to by the Chief of the Bureau and the Secretary of the Department concerned. After going fully into the record of the case, the Governor-General concurred in this decision and stated his conclusions in the following announcement to the public press:

"After examination of all matters pertaining to the hospital investigation, the Governor-General has found that the appointment of a board to conduct the investigation was irregular; that the matter was one that was purely administrative, there being no matters which could not properly be looked into by the officials of the Government; and that conditions calling for an investigation have wholly ceased to exist. There is no evidence that anybody now in the service has been guilty of any illegal or improper acts.

"There is no doubt whatever but that under the previous management of the hospital the care of Government property and supplies was lax and there was greater consumption than the conditions justified, and that a change in the method of accounting for property was necessary.

"Miss McCalmont was asked to do this work at the instance of the Director of Health and the Secretary of the Interior, and against her own expressed wishes and request, since a reform of this sort was necessarily unpopular and sure to arouse hostility and bitter feeling.

"Having demurred and having been requested to continue this work, she has done so at great personal sacrifice and in spite of poor health and many very unpleasant criticisms. To this work Miss McCalmont has brought a high order of intelligence and training and marked ability, together with a single-minded desire to work for the good of the service; and the Governor-General has directed the Secretary of the Interior to extend to Miss McCalmont the thanks of the Government for the excellent work she has done."

It is also found that some of the criticisms levelled against the new system which has been established are unjustified; that some of the nurses have purposely tried to make the new system unpopular and fail, by not taking the trouble necessary to comply with the new regulations and then informing the patients that the resultant lack of facilities was due to the stinginess of the administration, a course which does not commend itself highly to fair-minded people.

In the main, however, it is believed that the nurses of the Civil Hospital are high-minded, hard-working, and faithful, and that they may be depended upon to co-operate in everything which is required of them for the good of the service and the success of their work.

It is believed that the criticism of purposely trying to make the new system fail is one which can be levelled at so few individuals as to make it by no means a charge against the nursing force in general, and that repetition of such practice need not be apprehended for the future. It goes without saying that should instances of this kind arise, the separation of the guilty parties from the service will be the only remedy possible for the Bureau.

Miss McCalmont has not only performed the duty of superintendent of the Civil Hospital and carried out the desired reform in the administration of that institution, but at the same time, and out of regular hours, has performed the very difficult task of planning and ordering the equipment of the Philippine General Hospital. She has also planned hospital buildings and equipment for the provinces. Either task was in itself sufficient to tax the energies of any one person.

As a result of overwork, her health became seriously impaired, so that she could no longer perform the double duty, and she was, some time since, relieved of all duties in connection with the administration of the hospital and given immediate charge of plans and equipment of new hospitals, for which work she has demonstrated very unusual qualifications. This arrangement will be continued.

The Governor-General has directed the Director of Public Works to get the new hospital buildings in such shape that they can be moved into by the 20th of August, and has requested the Director of Health to prepare to move over on that date. It is believed that the facilities that can be offered by that time in the new hospital, even though not complete in all respects, will be superior to those now existing in the present Civil Hospital, in which the Government has not been willing to spend the money necessary for maintenance, in view of the contemplated use of the new buildings.

AN overheard conversation, concerning the Nightingale post-cards—

“What are those postals for, that Miss S. is selling?”

“To put up a monument to nurses who have died of tuberculosis.”

“Oh, are you sure of that?”

“Yes, it says on the back, ‘to build a shaft for nurses who have contracted tuberculosis.’”